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either our collegiate schools must develop into graduate schools, with the student's purely cultural and liberalizing work completed before he enters; or, if they are to remain undergraduate schools, they must be able to command a larger portion of the student's time for the actual study of business. The first course is impossible, for most of our institutions. Therefore, it seems to me that the proposed educational rearrangement, under which the student will get much of the elementary college work in the senior high school, offers larger hope.

Mr. Marshall's paper has rendered, in my judgment, an important service in pointing out to us a most important field for our thought and study. He has called our attention to a service of usefulness which can be performed by this Association. I therefore heartily indorse the proposal for the appointment of a commission to study and report to this Association upon the important problem of the relation between collegiate schools of business and our system of secondary education.

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#### DISCUSSION BY W. A. SCOTT

I wish to add the emphasis of my own convictions to two points brought out in Mr. Marshall's paper. One is the importance of improving the character of commercial education in our secondary schools, and the other is the duty of this Association in this matter.

I believe with Mr. Marshall that the curricula, the methods of instruction, and the ideals of our secondary commercial schools are radically defective, and that their transformation into what they should be is one of the most important educational problems of our day. Their present unsatisfactory condition is common knowledge among all who are familiar with them, and Mr. Marshall's diagnosis is, in my judgment, essentially correct. If proof were needed of the importance of putting these schools right, it would be sufficient to cite the fact that a large and increasing percentage of the students of our secondary schools are taking the commercial courses, that most of the business men of the future will receive in these courses whatever training they get both for business and for life, and that these courses present an opportunity for properly training the laboring class of the future. Regarding the importance to society of utilizing to the utmost the opportunity for training these and the other elements in the constituencies of our secondary commercial schools, there does not seem to be room for difference of opinion.

The duty of this Association toward these secondary schools also seems to me to be clear. We should take the initiative in the work of helping them to do what they should. We ought to be better able to render this service than any other organization because the study of the best means of training business men is our peculiar job and we have a direct interest in the matter, since many of our own students are coming, and are bound to continue to come, from these schools, and since the training of teachers for these schools is one of our functions.

I therefore cordially second Mr. Marshall's suggestion that a commission be appointed for the study of this important subject.